

- We will make greater and better use of technologies in information processing and communications, which will help us to realize reductions in administrative overheads and to streamline operations;
- We will pursue co-operative arrangements with provincial governments to eliminate duplication of effort and to work out more cost-effective operations, including on such matters as overseas office co-location; and
- Employees affected by downsizing are to be treated with dignity and, when declared surplus, to be assisted in interpreting Workforce Adjustment benefits, including assistance in finding a reasonable alternative job.

We have done our best to provide you with as much information as possible in the summary of our plan contained in the following pages. However, a number of important details remain to be cleared up, including approval by Ministers of the final package. We will share that information with you as soon as it is available.

Once again we will be drawing on your energy, patience, understanding and ingenuity to overcome this challenge. The people of this Department, abroad and in Canada, have a splendid history of service to Canadians from every region of the country. In an age where international affairs and domestic interests are converging, it is more important than ever that we rededicate ourselves to the highest standards of service and performance.

I am confident that, together, we can meet this challenge.



Gordon S. Smith